

# Crotched Mountian

*Offering a lifelong alliance to  
people with disabilities*

*ROGER C. BALL*

*DONALD L. SHUMWAY*



*A Newcomen Address*

## NEWCOMEN



**T**HE NEWCOMEN SOCIETY OF THE UNITED STATES is a tax-exempt, educational foundation founded in 1923 for the study and recognition of achievement in American business and the society it serves. The Society's headquarters are located in Exton, Pennsylvania, 30 miles west of Center City, Philadelphia. National membership is comprised of many of the nation's top leaders in business, industry, education, the professions, government and the military.

The purposes of The Newcomen Society are to:

- Preserve, protect and promote the American free enterprise system.
- Honor corporate entities and other organizations which contribute to or are examples of success attained under free enterprise, and to recognize contributions to that system.
- Publish and record the histories and achievements of such enterprises and organizations.
- Encourage and stimulate original research and writing in the field of business history through a program of academic awards, grants and fellowships.

The Society's name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer whose invention of the atmospheric steam engine in 1712 led to the first practical use of such a device to lift water out of mines. The resulting tremendous increase in mine productivity (the engine replaced the work of 50 mules and 20 men working around the clock) facilitated the birth of the industrial revolution. Indeed, Newcomen is frequently referred to as the "father of the industrial revolution"—its first entrepreneur. The Newcomen engines remained in use from 1712 to 1775, and helped pave the way for advancements 50 years later by the world-famous James Watt of Scotland, whose innovations led to widespread use of steam power in factories and in transportation.

Since its founding, The Newcomen Society has honored more than 2,500 organizations and institutions. The Society publishes the histories of the organizations it recognizes, usually following luncheons or dinners hosted by one of many volunteer committees organized throughout the U.S. These histories are distributed to Society members, as well as 3,300 public and private libraries for permanent archival storage in the support of the study of business history.

Newcomen Society Honorees are selected by the Board of Trustees from nominations received from the volunteer committees. Meetings are held each year in all parts of the country. Members and their guests, as well as guests of the Honorees, are invited to attend these historic events.

The Society maintains several awards in the field of business history: the Newcomen-Harvard Postdoctoral Fellowship, the Newcomen-Harvard Book Award and Article Awards in Business History, the Dissertation Fellowship in Business and American Culture, and the Newcomen Prize awarded by the Business History Conference.



“There is hope in dreams, imagination, and in the courage of those who wish to make those dreams a reality.”

— JONAS SALK



*This address, dealing with the history of Crotched Mountain, was delivered at a “2006 New Hampshire Meeting” of The Newcomen Society of the United States held in Greenfield, New Hampshire, when Crotched Mountain’s Chairman of the Board of Directors, Mr. Roger C. Ball and President and Chief Executive Officer, Mr. Donald L. Shumway, were guests of honor and speakers,  
on October 2nd, 2006.*

# Crotched Mountain

*Offering a lifelong alliance to  
people with disabilities*

*ROGER C. BALL*

CHAIRMAN OF THE BOARD OF DIRECTORS  
CROTCHED MOUNTAIN  
GREENFIELD, NEW HAMPSHIRE

*DONALD L. SHUMWAY*

PRESIDENT AND CHIEF EXECUTIVE OFFICER



THE NEWCOMEN SOCIETY OF THE UNITED STATES  
EXTON  
2006

*Newcomen Publication Number 1613*



*Copyright, 2006  
CROTCHED MOUNTAIN*



*Permission to abstract is granted  
provided proper credit is allowed.*



*The Newcomen Society, as a body,  
is not responsible for opinions  
expressed in the following pages.*



*First Printing: October 2007*



## CROTCHED MOUNTAIN

OFFERING A LIFELONG ALLIANCE  
TO PEOPLE WITH DISABILITIES



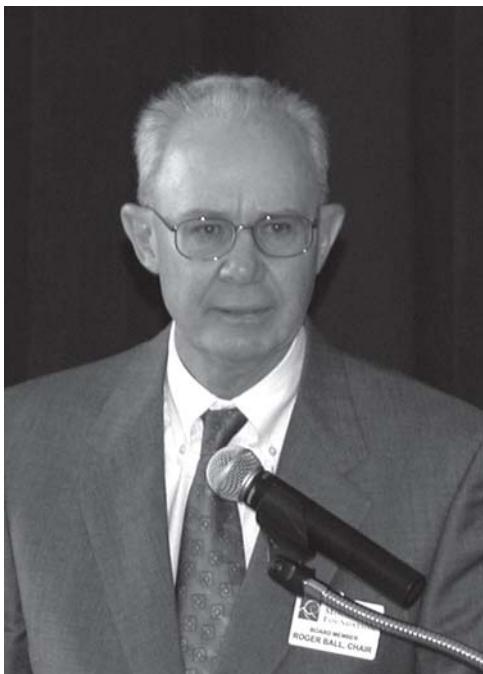
---

PUBLISHED BY THE NEWCOMEN SOCIETY OF THE  
UNITED STATES. PRINTED AND BOUND BY  
ENSINGER PRINTING SERVICE IN THE UNITED STATES.



INTRODUCTION OF MR. DONALD L. SHUMWAY, ON  
OCTOBER 2ND, 2006, BY MR. ROGER C. BALL, CHAIRMAN  
OF THE BOARD OF DIRECTORS, CROTCHED MOUNTAIN.

**I**T is truly an honor today to represent this wonderful organization and to be the recipient of the award that means such a great deal to all of us. I would like to extend a very warm welcome to our distinguished guests; to Governor Peterson, who has been a wonderful friend for many years; to our trustees; and to the many friends that we have in the audience here today. I am delighted to receive the award that is being bestowed upon Crotched Mountain, not for what I have done, but I am happy to receive the award for what has been done by so many people in this audience. In particular, our wonderful staff here at



ROGER C. BALL  
CHAIRMAN OF THE BOARD OF DIRECTORS  
CROTCHED MOUNTAIN

Crotched Mountain that goes beyond the expectations to provide health, education, leadership, and compassion to our wonderful students and clients. I am also happy to receive this award on behalf of the individuals who are most important, who are those students, children, and clients who really give us a reason for being. It is clear that we are an organization like no other. Certainly no other in New Hampshire, and I would submit to you, no other in the entire United States in what we do. When you consider the range of our activities that vary all the way from education, to rehabilitation, to acute medical care, to outreach in the communities for individuals with disabilities, there is absolutely no one else that is doing this as well as we are doing it. And, on behalf of all of those different constituencies, it is absolutely my pleasure to receive this very distinguished award from you and members of your Society. With that having been said, I'd now like to turn the podium over to our President and Chief Executive Officer, Don Shumway, who is leading this organization with distinction. We are just delighted for his leadership. Don, hopefully, will tell you a little bit about what we are looking forward to in advancing the cause for the future for the clients that I spoke of earlier. DON ...



*Members of The Newcomen Society and guests:*

**T**HAT was beautifully said, thank you. Let me say a very real thank you to each and every one of you who have come here today.

Crotched Mountain is an extraordinary organization. It is an organization in which we celebrate for many things that it is able to do. It employs 950 individuals; it provides services across the northeast. Ultimately, Crotched Mountain is one thing. It's a community of people that come together: individuals who join us as young people; students; and those even younger in our early childhood program. It's a community of individuals who join us in their adulthood, perhaps after a major brain injury. It's a community of



DONALD L. SHUMWAY  
PRESIDENT AND CHIEF EXECUTIVE OFFICER  
CROTCHED MOUNTAIN

caregivers; individuals who dedicate their lives to the well being of others and devote their careers to that work. It's a community of individuals who make that happen as support staff, as trustees, as the leadership of the organization on the board, and is a community of many friends. It's only by having all of those individuals come together that we're able to do the work that we do. So, I want to say thank you to each and every one of you for making this day possible and making the work of Crotched Mountain Foundation possible. You're a very special group of people. I'm honored and so pleased every day to be part of this organization and to have been welcomed as part of this community. So, thank you to you all. The work that we do, and is being recognized today, is, indeed, a work of history, a work of many people stepping forward to make so many things happen for so long. In approaching that we said, "What is the best way to celebrate that history? What is the best way to acknowledge that history, or even describe that history?" And so we thought that rather than, perhaps a publication or a reading, that what was really important was, partly, what you have already seen, which was for the Boy Scout troop of Crotched Mountain to step forward and lead us in the *Pledge of Allegiance*. It's for the students themselves to interpret that history, and the staff to interpret that history, and, ultimately, the trustees as individuals to interpret that history. Today, what we thought we'd do is to bring our story alive, if you will, as our great scouts lead us in a presidential salute and toast, and now, as some of our students lead us in an artistic performance as part of the Crotched Mountain dance troupe. So, it's my pleasure to introduce to you two of our students, Chelsea Fernandez and Jenny Ventre, whom I'll talk a little bit more about in a moment, and they're bringing to us a dance number, as they have so many times before in which I always love, to welcome you all to Crotched Mountain today. With that, please, Chelsea and Jenny, take it away ...

Thank you so much.

Chelsea is from Southbridge, MA and Jenny, Fairfield, CT, and Joey Beauregard is from Oakum, MA. Joey is the composer and, as perhaps you can tell, uses *Encore*, a computer program that he worked on this summer to put this together. That was wonderful and today, as so many other times, the dance was wonderful.



JENNY VENTRE AND CHELSEA FERNANDEZ PERFORM A DANCE TO MUSIC COMPOSED BY JOEY BEAUREGARD, WHO HAS STUDIED MUSIC FOR TWO YEARS.

Now that our students have spoken, it's also an opportunity for some of our staff to speak to us, and they'll be doing so also with music, this time, in an originally crafted song. If I could ask our chorus members to speak to our history and join us for that song, please ...

My thanks to all of you: John Anders, Bonnie Arpin, Linette Chandler, Jeannette Goulding, Jerry Hunter, Peg Lewis, Tracy Messer, Laura Ochoa, Michael Redmond, Diane Sampson, Carol Seager, and Barbara Summers, our pianist. The lyrics were by the Crotched Mountain team: Robyn Boyd, Tracy Messer, Dee Sampson, Pam Shea, Barbara Summers and the composer, Larry Siegel. Thank you to you all for making that possible.

The work of Crotched Mountain is, ultimately, a very personal work, and I thought it was an important part of our story and our history to represent that to you as directly as we could, and so I asked if three of our trustees might join us. I was really glad when we elected Jim Piet formally as a trustee and director, because I want him to tell his story

## The Mountain

Original words by Crooked Mountain team &  
Lawrence Siegel

music by Lawrence Siegel

**vocal**

Chorus  
F B♭ E♭ B♭ Fsus E♭ B♭

I can not sleep nights, My head is filled with all the things we now are going to accomplish. It's not bricks and mortar, It's people who care. On moon-tain, off moon-tain we invite the world here. The foun-der dreamed of serving

5 Cm7 B♭ Fsus F Chorus Dm  
10 Gm Cm F B♭ Cm7 B♭ E♭  
15 Fsus F B♭ To vs 1, 2, 3, odds verse 1  
15 Gm  
15 Fsus F B♭

Copyright 2006 by Crooked Mountain & Lawrence Siegel.  
All rights reserved.

20 child-ren who had been for - got-ten. Ma - ny peo - ple shared the dream, Ma - king it re - a - li - ty Do - nors, care - gi - ven, fa - mi - ly, vo - lun - teers, All came to the moon-tain, And Cm F To Chorus B♭ vs 2 Gm  
30 35 found their place here. (It's) First came child-ren who  
35 Cm7 F Dm Gm E♭  
40 could not wait Then came child-ren who could not

45 F Gm Dm E♭ Dm  
hear. Then all sorts of child-ren with all sorts of needs. All  
45 E♭ F B♭ Gm Cm F To Chorus  
50 come to the moon-tain, and find their place here. (It's)  
50 B♭ Gm F Gm  
55 A - dots and el - der - ly, homes and com - mu - ni - ty. Trans - for - ming our  
55 B♭ Cm F Gm F  
60 vi - sit, o - pen to change, YOU are the sta - ry, you  
60 E♭ B♭ E♭ F B♭ Gm Cm  
65 write the next chap - ter. All come to the mount - ain and find your place

70 F To Chorus B♭ Coda E♭ B♭ Fsus  
70 here. (It's) I can - not sleep nights, My head is  
70 E♭ B♭ E♭ B♭ Cm7 B♭ Fsus F E♭  
75 filled with all the things we now are going to ac - comp - lis - h.



LEFT TO RIGHT: LINETTE CHANDLER, BONNIE ARPIN, LAURA OCHOA,  
JOHN ANDERS, CAROL SEAGER, DIANE SAMPSON, PEG LEWIS, JERRY HUNTER,  
AND MICHAEL REDMOND

here. But, of course, I knew that you would, and I thank you for that. And so, I was wondering if I might ask all three trustees come up at once and join us. It's a little more relaxing when you all get together and do it as a group, so Jim, Cindy Yuknewicz, and Ben Gayman, could I ask you all to join me please. Each trustee, each director, brings their own story to Crotched Mountain but I thought that with these three individuals you'd get a sense of some of the contribution that different people bring. Jim you've heard from a bit already, but really there's another wonderful whole story there that is important. And I'll let him tell it to you and surprise you. And also with Cindy. Cindy brings us not only the leadership that she as an individual brings to the trustees, but also that of a parent. That is uniquely valuable to us. And, as a past chair of the board, and someone who has guided this organization through so many changes, Ben is uniquely qualified to represent that.

So, Jim Piet, can I trouble you to go first?

## **JAMES C. PIET**

I don't know how much more I can add, but Crotched provided a whole lot of support for my entire family, with the right support, so I could live life the way I want. Because of your support I was able to go to college, get a job, and work with a couple of governors. It is time for me to come back to the Mountain in support of future rehab—so many opportunities. It is a thrill. I am honored to be with Mr. Ball and the board members. I will be quiet now (Don Shumway interjects: "I know he won't!" followed by audience laughter). Thank you. I just wanted to be brief. Don Shumway—how can you not love Don Shumway? He has witnessed the finest moments in my life. Thank you.



**JAMES C. PIET**  
PUBLIC RELATIONS OFFICER  
DEPARTMENT OF VOCATIONAL REHABILITATION  
FOR THE STATE OF NEW HAMPSHIRE;  
THE FIRST CROTCHED MOUNTAIN ALUMNUS  
TO SERVE ON ITS BOARD OF DIRECTORS

## **DONALD L. SHUMWAY**

Thank you, Jim. One thing I wanted to tell you about Jim is how much he honored all of us when he and his bride chose Crotched Mountain to be the site of their wedding and that, I think, was truly the greatest honor for us. That for him, the greatest milestones of his life were things that he would come to us and have us all join in that celebration. So, thank you, Jim.

When there's an opportunity for our organization to celebrate, there's someone that I always turn to. I always know I can rely on her to be the person that will make the positive moment come alive. I so appreciate, Cindy, that you're part of this organization.

## **CYNTHIA YUKNEWICZ**

Well, I appreciate Crotched Mountain also. I am a board member and I am also a parent of an adult son who came to school here. Stephen was a residential student back in 1992-1996 and he is now a residential member of Crotched Mountain in Exeter, NH. To give you a little background information, my husband and I are both originally from New Hampshire and we were in Anchorage, AK for eight years. My husband worked for the Federal Aviation Administration there and our son, Stephen, was the second born there. He was a full-term, scheduled, repeat cesarean section. There were no complications in my pregnancy, and there were no complications at birth. He had an Apgar score (which is considered an infant physical) of eight on a one-to-ten scale, and was put in the normal nursery for routine care. Shortly afterwards, he stopped breathing when nobody was looking, and he suffered a stroke, they found out later, due to the lack of oxygen. At the time we were alone up there. We really didn't know what to do. His condition was deteriorating and the following day he starting having seizures. Anchorage was undergoing a situation at that time where they were low staffed, due to insurance companies going up in physician's rates, and they had even sent many patients to Seattle. So, after a period of time, we were successful in "air-vacing" him to Seattle where he stabilized and returned to our home in Anchorage.

During the course of the next year we tried to transfer back to New Hampshire, which we did, to be closer to family and also to medical

facilities that might be able to help Stephen a little bit more. We started him on an early intervention program at age three and moved him to a more intensive program at age six and a half in Massachusetts, where he was for 10 years until the school closed. We were again wondering what we were going to do, and what was our future going to be like for him. So, we looked at a few places. None met his needs, and our Special Ed Director suggested Crotched Mountain. I had, growing up in New Hampshire, heard of Crotched Mountain before. I had a classmate a year ahead of me that came in the mid 50's here when he was in second grade. It was a school for polio mainly then, and he did very well, physically and academically, and came back to Alvirne High in Hudson and graduated second in the class. We also knew a family friend who came here when it was a school primarily for the deaf. Both had very good experiences.



CYNTHIA YUKNEWICZ  
MEMBER OF THE BOARD OF DIRECTORS  
CROTCHED MOUNTAIN;  
HER SON STEPHEN ATTENDED CROTCHED MOUNTAIN SCHOOL

We were excited to start school here; our son was a residential student. The staff is outstanding. They are the most dedicated, creative, caring people that I probably have ever met. They made a huge difference in our son and our family's life. At the time, Stephen had a lot of medical problems, as well. He had chronic ear infections. Antibiotics really weren't working any more. He had seven sets of ear tube surgeries. He was non-ambulatory, non-verbal; too heavy for me to lift. He had a lot of respiratory problems: he had a few pneumonias; had had a few fractures due to osteoporosis, and, again, we really didn't know what to do. But Crotched Mountain took over and they really helped us. Our Boston physician at the time, orthopedic surgeon, had said that he was recommending that Stephen have surgery for tight hamstrings and we were worried about the risk of surgery because of the anesthesia. Well, Crotched Mountain staff went to work and the physical therapist stretched his tight muscles and we never had to have the surgery. They started him in a walking program, which I attended, and, a lot of times, in the therapy swimming pool. They stretched his muscles. They did lots of things to help. They also were able to successfully toilet train him, which was a big thing for the family, and for our son. They found and diagnosed two life-threatening illnesses while he was here. One was a swallowing disorder; involuntary. They treated that with a ground diet and positioning that helps with the risk of aspirating pneumonias which would happen in the past. They also discovered that he probably had sleep apnea. We had Stephen tested at Children's Hospital and, in the seven hours we were there, he had 219 episodes where he stopped breathing. So, I was part of the team again, the medical team. They prescribed a CPAP (Continuous Positive Airway Pressure) which he has now. I really can't say enough about the people at Crotched Mountain. Great leadership: Major Wheelock; Don; all the staff; the board. Everybody that works here is a team. We go to committee meetings together. We work with the staff on different things and it really has been a pleasure.

And, we also are very fortunate, when Stephen aged out of the program at age 21, we went looking for another program, and we started in a medical group model home with two other individuals. He's still at that home with those two individuals, but he, for the last six years, has had Crotched Mountain Residential Services running their program. And they have been everything that all the staff are here on the

Mountain. They get them out in the community. They bring him for swimming and horse back riding, which helped him here on the Mountain. We have been part of a wonderful team. They communicate with us all the time. One of the goals this year for our son was to get out in the community more and, perhaps, work on the goal of some form of alternative communication. The staff were encouraged to come up with creative ideas. One of them that works with an artist did a hand-over-hand book on horses—something that Stephen likes very much—and talked about what the horse meant to him. She took him to an adult poetry reading class in Durham, NH. I'm told he really enjoyed it, and they really enjoyed him and the story, and applauded at the end. So, those are just a few of the many things that Crotched Mountain has meant for our life and it's been a privilege to be part of the community, and an honor to serve on the board. Thanks.

#### **BENJAMIN F. GAYMAN, ESQ.**

I'm Ben Gayman, member of the Board of Directors, and I've been associated with the Mountain for a little more than two decades at this point. I wish we could do a song and dance routine for you right now, but we didn't rehearse, and I don't think we have the talent. But, if I did, it would allow me more adequately to express the joy I have at being here this moment at this time at Crotched Mountain.

In all the time I've been here, this has been, by far, the most exciting, challenging, and ambitious time at Crotched Mountain, and those of us that serve as trustees and on the board have nothing but excitement and enthusiasm for what we're faced with at this point. Our goal is nothing short of creating a sustainable community of mutual support here at Crotched Mountain. A fistful of words; each one of which has an important meaning to us. We are operating in a time of severe economic and social challenge. State funding sources on which we rely are under severe stress and challenge at this time and they're uncertain. And, our strategic plan, which has been in effect the last year and a half or two, calls for us to become more self-sustaining and less dependent on public support so that we can last well into the future and continue the wonderful work that we do.

So, what does a "community of mutual support" mean? It means a community that sustains itself by creating an actual village on the

mountain where our students, our staff, anybody who is interested in our work, can come and live and participate in the wonderful things that we do here. It means supporting our brain injury center for adults and children, and the community services that we provide all over New England. It means updating our school curriculum so that more students have more opportunities available here. And, if you drive the long way out of the mountain today, you'll see that the foundation has started for our combined maintenance and new skills center which will provide vocational training for many more of our students and, will be of value to the school districts that we serve in our educational program. If you stop by the medical and rehabilitation center you will see a state-of-the-art facility that can meet the needs of some very severely physically challenged children. Some of whom just need our rehabilitation services; some of whom need the supports so that they can attend our school programs. That program is under



BENJAMIN GAYMAN, ESQ.  
MEMBER OF THE BOARD OF DIRECTORS  
CROTCHED MOUNTAIN

severe stress because of the reimbursement that we are able to get out of the state and we are developing this community as a model to allow us to sustain ourselves with less dependence on those funds.

If you look around and see fresh dirt turned over everywhere, you will notice that to support our community of mutual support we are installing a new infrastructure here. The capstone of which, at the present time, is a woodchip-fired heating plant which will replace our oil-fired system as the primary heating plant for our village here on top of the mountain. That will go on line very shortly. You'll also know that, in order to support our community, we designed and are in the process of building a state-of-the-art waste water system which will allow our village to expand and allow residences here that can support our program. Most exciting for me, as a longtime conservationist, is our accessible and master recreation program that you see on the table, and our initiative in conservation and recreation on the 1,400 hundred acres that we occupy here. It is a very special place. Our campus fills about 200 to 400 acres, depending upon what you count in and count out, and the rest of it is a thousand acres of trees starting with the shoreline on the lake and ending at the very top of Crotched Mountain. It is our intent to place that under permanent conservation easement in return for some compensation, we hope, from the federal government from the Forest Legacy program. That money will go into our endowment to support this program and will allow us to perpetuate that 1,000 acre forest that we have here and, at the same time, use it for our students, our staff, our community and the general public. It will be openly accessible to all and, in this context, "accessible" is the key word. It will be *universally* accessible. You will be able to move from the lakeshore to nearly the top of the mountain, or at least three quarters of it, on a 5% grade. It means that any of us will be able to use the whole mountain. There will be several miles of trails, and there will be an outdoor education center, camping opportunities, and many other features which all of us will be able to enjoy. Beyond that, the mountain has been working with the community of Greenfield, the Town of Peterborough, and residents from here to about 10 miles south, to institute and extend the accessible recreation and trail system from here to Temple Mountain. We hope it will provide this community a destination resort for people who enjoy universally

accessible recreation. We hope to assist the community in its economic development as well.

As one of our trustees said, "Boy, is that ambitious!" He's been checking our ambition ever since. I can't leave you without telling you once again how excited I am at this very moment to be part of this, and I speak on behalf of myself and the directors and trustees, I know, because of all the hard work that they all put in. But, I also work for the Advancement Committee here and they wouldn't let me off the podium if I didn't ask all of you as you look around and see what is going on to find a way that you might contribute your time, efforts, funds, whatever it is, and, most importantly, your participation in our wonderful community. So, I invite you now or at any time to come and see us and join in. Thanks.

### **DONALD L. SHUMWAY**

I now want to step back in time. It will take about two minutes for me to do that and talk about the origins of this organization and of this particular setting. Sometimes, I must admit, I wish we were located in a site where there was an enormous workforce surrounding us right in close, and didn't have to worry about things like gas mileage and so forth, and we could just make sure that we always had all the recruitment potential that we could ever ask for. Of course, that will never be the case. Ultimately, it's something that we should never really wish for because Crotched Mountain—as a rehabilitation center, special education program, and the like—is inextricably linked with its location.

I think it was 56 years or so ago, that this photo was taken. It was taken just over there (*points out window*) and it's a photograph of two people who came together and, I suspect, were talking about a construction project. I must admit, we do a lot of that here these days. They were also talking about a school for kids who had polio, as you've heard, and a rehabilitation hospital for veterans returning from WWII. These were the dreams that this organization started with, and those are our dreams today. So, before they built a single thing, this is the picture they drew: the painting they had an artist make of a village on a mountain—we're sitting right here (*gesturing*)



FUTURE SITE OF CROTCHED MOUNTAIN REHABILITATION CENTER, CIRCA 1950.

in Carter Hall—and that was the starting point for this organization. We're at a point in time where many of those buildings have been built; this forest has been preserved so beautifully. It's an opportunity for us to reflect on that history and celebrate it as the Newcomen Society permits us today. But it's also an opportunity to look forward to the future, and some of those particular changes in the future are what I'd like to talk about.

This is our new house. A year and half ago when Tedd Benson spoke to you, it was a house we dreamed of. Now, it's a house that we moved into last week, more or less. It's a house that we're enjoying thoroughly. It is, at a very simple level, a place where a few people who have significant disabilities and their companions will live. But it's also much more than that. It's a house that ultimately changes the way in which housing is built. And for Bensonwood Homes and the MIT School of Architecture—and so many other manufacturers literally around the world who contributed to this house—it's an opportunity for us to find a new way of building and, in that, I think



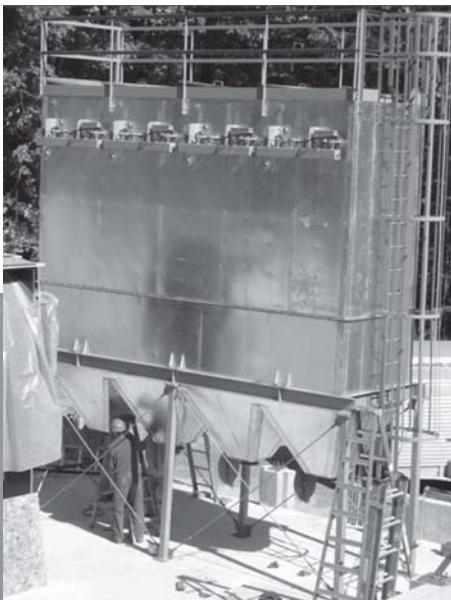
EXTERIOR AND INTERIOR VIEWS OF THE "OPEN\_1" PROTOTYPE HOUSE, NOW HOME TO RICHARD LAMB, A BRAIN INJURY SURVIVOR.

they have done so. By the way, *Popular Science* magazine, I think the next issue, is going to have a story about this house because it really does represent a new way of building, and that's something that Crotched Mountain was able to reach for. Quite simply, it's also something that Richard can reach for, and live in, and enjoy, and find his life, as his life has changed so much, but really now is all before him.

As Ben talked about, we are putting in a new heating system. You may be thinking, "It's not a particularly a big deal—you've got to put in a new heating system." Well, it *was* a big deal when our last heating system blew up with a 40 foot fire ball. *It was a real big deal.*

And we really had to get going when that happened. It's a big deal because, instead of sending our money across the oceans to a place where they pump oil, we'll be sending our money, basically, to the bottom of the hill—to places where the sawmills of New Hampshire cut hardwood logs, and chip the slabs that come off. And it's those woodchips we'll be burning. It's also something where we'll be able to heat this whole campus, and all the homes that are connected with it, on what we call a "district heating system." For us it's a very important thing, and it's also an important contributor to the local economy. But, think of that district heating system as it might be

OUR NEW WOODCHIP PLANT FEATURES ADJUSTABLE BOILERS DESIGNED TO ACHIEVE PEAK EFFICIENCY, AND A BAG HOUSE FOR MAXIMUM EMISSIONS CONTROL.

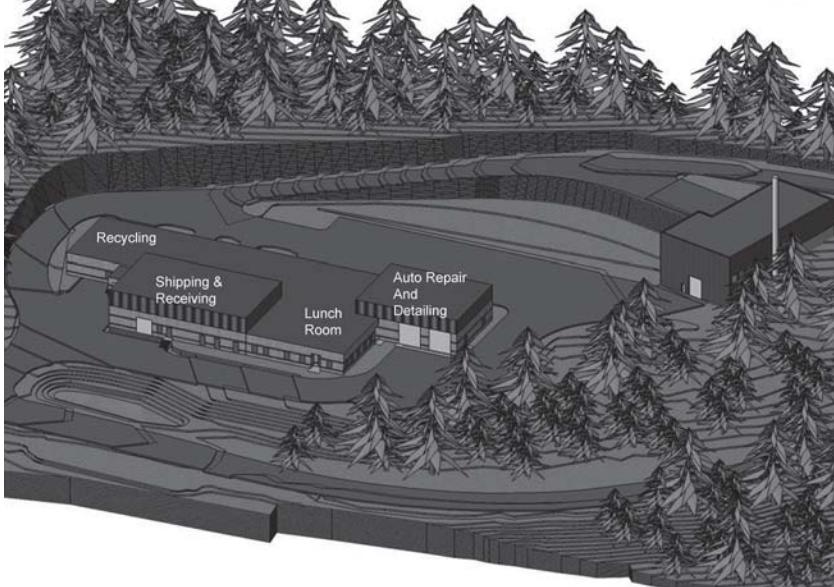


applied to a place like Berlin, NH, as its paper mill goes through the changes. They've got a wood industry up there that is, basically, not being utilized, as is the case with so many other towns in the northern New England area and beyond. And we're doing it with state-of-the-art pollution-control equipment. Our woodchip plant will be so much cleaner than the oil burners that we have here today, or could reasonably be installed. We'll be able to live cheaper, cleaner, and put all our money into the local economy. And it's that kind of effort that Crotched Mountain can make.

We're also working, as Ben talked about, to build a Crotched Mountain "Skills Center." This is a place where, right now, about 50% of the students that we turn away—and there's a long line of folks that ask for the opportunity to come to school here—about half of them are individuals who really could take advantage of this setting. They're, perhaps, older teens. They're individuals that don't want to sit in a classroom. That isn't going to work for them. It's not part of their lives. Their families have talked with us about the need for them becoming an adult. That's a support that they need: learning the behavior that is expected of an adult; learning how to do the jobs that they will, hopefully, be given. But, instead, we see so many of those individuals dropping out of school, not participating, and then, not succeeding in adult life. They'll be able to do the various work that we do here in this community: shipping and receiving; recycling; auto repair and detailing; and, the all-important lunchroom. That's the place where you really learn how to get along in this world; what's expected of you in the behavior of the adult world. And, we're doing so in a building that could have been a maintenance facility, but we've made it be much more. It's something that every community, again, could do the same thing: bringing their public works together with their school systems and giving the job skills opportunity for their young people that they could take advantage of. But all of this can only happen because we are an organization that sets our standards very high and makes things happen. And that is what you make happen.

Which brings us to what Ben talked about—this beautiful forest in which we are located. At this time of year it is stunning, both large and small, it is gorgeous everywhere you look. But, as you look

# Crotched Mountain Skills Center



THE PROGRESSION FROM CONCEPT TO REALITY FOR THE 20,000 SQUARE FOOT FACILITY HAS BEEN ON-SCHEDULE AND ON-BUDGET.

around and see this beautiful panorama, this gorgeous color, this wonderful world in which we are a part, you also see that it's a world full of barriers, full of boundaries, and, just as we found with the tree house, you can both appreciate it but make it also more possible for everyone to participate in it. And so, on that end, we have made possible this Outdoor Recreation Master Plan. I want to just run through it very quickly to give you a sense as to what it's about. For us, in celebrating the Newcomen Award today, and in celebrating more than fifty years now of hard work that so many people have made possible, we also realize that we have an opportunity to give a gift for the future. So, we see the publication of our Outdoor Recreation Master Plan today, in conjunction with the Newcomen Award, as an opportunity to say that this organization has something to give. This is our gift to the future. Very simply, it's an accessible trail. An accessible trail is something of very modest proportions:



CONSTRUCTION OF THE FIRST ACCESSIBLE TRAIL AROUND DUTTON BROOK WILL BEGIN DURING THE SUMMER OF 2007.





OUR TRAILS WILL FEATURE AN ACCESSIBLE SHELTER, OUTDOOR CLASSROOM, AND VIEWING BLIND.

sometimes a little bit of a board walk for covering a wet area; sometimes a gravel trail, wrapping around a beautiful old tree and stone area that allows people to get outside of themselves, to get out into the woods and see that they are part of something much, much greater than perhaps they might have ever understood. To see that there are roads that they may travel and go to places that they never thought possible before. To see that, even on a mountain, we can just shore up the sides a little bit and cover that grade, as Ben was talking about, to make sure that every single person has a bridge to the world. And that is what Crotched Mountain is all about. With an accessible trail, everybody will be able to be able to cover a mountain, top down, to a lake shore in ways that don't exist anywhere else—we've been checking as thoroughly as we could—that *don't exist anywhere else*. So, our gift to the future is to protect 1,000 acres of land, and then, build an accessible trail system for a world that is, demographically speaking, getting older all the time; or, that has young kids that don't have the opportunities that we might have to get out into the world. So, from Greenfield State Park by Sunset

Lake, all the way wrapping up to our beaver pond and then up to the knoll, we'll be building a series of opportunities. The first part that we're building happens this coming spring, and, my thanks to the Board of Directors for having already reached out and raised the funds to construct this, the first phase of the trail system. We'll be building a trail around our beaver wetland including an outdoor classroom for students and others to gather—by the way, students from all schools to gather—and celebrate this beautiful outdoors. We'll be building interpretive opportunities so that people will be able to understand—from that beautiful beaver wetland all the way up to the woodchip plant—how this forest keeps us all alive, and how it makes it possible for so many different other parts of this world—be they the animals, or plants, right on to the people—to survive and thrive. Putting in wildlife viewing blinds that will let individuals at all heights to view what is an incredible wetland area and the migration that comes down through there. The succession, biologically, that's occurring there and the like. And then, on through that wetland, to go and make sure that everyone can feel the experience of what it is to be part of nature. This is not going to be an easy thing to do. It's quite a challenging woodland as you can well imagine, but we have obtained the best trail builders. We have many community groups, ranging from the Great Brook School, to church organizations, and others that are joining us for this enterprise. We'll be able to find our way through that boulder-strewn world and make it possible for each and every person to get out and enjoy that experience. It's also an experience where, in our current lean-tos, folks will be able to spend the night and camp out, if that is their wish. Ultimately, it's also about making sure that this is a site that's protected forever. So, on this date when we celebrate the Newcomen Award, we're also celebrating the fact that we can give a gift to this community that will last forever. Thank you all for making that possible.

### **ROGER C. BALL**

What we have here today is the result of not only a dream, but of hard work for people over a number of generations. Don talked about the dream of Mr. Harry Alan Gregg fifty odd years ago, and we're

talking about our responsibility for taking that, and polishing that, and, more importantly, of preserving it for the future. Fifty years from now, hopefully, another group like ourselves will be here continuing to enhance this very, very wonderful place. I started today by saying there is really nowhere else that is exactly like Crotched Mountain. And, I challenge you to find such a place if it does exist. It clearly is the result of many years of dreaming, and planning, and hard work. And, as we look forward to the future, recognizing the work that we have to do for the people we serve, it is important for us to continue on a temporary basis—which is all we are here for—to try to carry that forward and to try to pass it on to the next generation. On behalf of Crotched Mountain, we are thrilled with the Newcomen Award and thank you once again.



LEFT TO RIGHT: DONALD L. SHUMWAY AND ROGER C. BALL ACCEPT THE AWARD FROM PHILIP B. RYAN, NATIONAL TRUSTEE, CHAIRMAN OF THE NEW HAMPSHIRE COMMITTEE, THE NEWCOMEN SOCIETY OF THE UNITED STATES.



*“Were American Newcomen to do naught else, our work is well done if we succeed in sharing with America a strengthened inspiration to continue the struggle towards a nobler Civilization—through wider knowledge and understanding of the hopes, ambitions, and deeds of leaders in the past who have upheld Civilization’s material progress. As we look backward, let us look forward.”*

— CHARLES PENROSE  
*(1886-1958)*

*Senior Vice-President for North America  
The Newcomen Society  
for the study of the history of  
Engineering and Technology  
(1923-1957)  
Chairman for North America  
(1958)*



*This statement, crystallizing a broad purpose of the Society, was first read at the Newcomen Meeting at New York World’s Fair on August 5, 1939, when American Newcomen were guests of the British Government.*

*“Actorum Memores simul affectamus Agenda”*

“The majority of students at this center ... require intensive, individualized care. That care ... also includes an intangible element – love and affection. Ladies and gentlemen, that love and affection abounds all over this mountain.”

— HUGH GREGG, former governor of New Hampshire and Crotched Mountain trustee, 1972 Newcomen Society award presentation



THE NEWCOMEN SOCIETY OF THE UNITED STATES \* FOUNDED IN 1923 \* 211 Welsh Pool Road \* Suite 240 \* Exton \* PA \* 19341

phone 610 363-6600 • 800 466-7604 \* fax 610 363-0612 \* web [newcomen.org](http://newcomen.org) \* email [info@newcomen.org](mailto:info@newcomen.org)